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Department of Defense (DoD)
Civilian Personnel Management Service (CPMS)
Field Advisory Services - *FAS*

**Classification Appeals
Adjudication Section**

**ADJUDICATORS' GUIDE
FOR APPLYING PART II OF THE
GENERAL SCHEDULE LEADER
GRADE EVALUATION GUIDE**

The following Adjudicators' Guide will be used by the FAS Classification Branch as internal guidance for the purposes of adjudicating all DoD appeals which involve the application of the General Schedule Leader Grade Evaluation Guide. This Guide has been placed on the web for informational purposes, only.

INTRODUCTION

This document provides interpretive guidance for applying Part II of the General Schedule Leader Grade Evaluation Guide (GSLGEG). This internal guidance will insure the consistent application of the GSLGEG for adjudicating DoD classification appeals and providing advisory opinions.

GSLGEG COVERAGE

To be covered under the GSLGEG, Part II, a position must meet **all** of the following elements:

1. The **primary purpose** of the position is leading a team. If a team leader meets or exceeds spending 25% of the time leading two grade interval work and/or one grade interval work at the GS-9 level or above, it meets the intent of the primary purpose requirement.

AND

2. Team Leader duties must be **regular and recurring**. Team Leader duties must be scheduled, predictable, and officially assigned by management and annotated in the position description. Team Leader duties that are rotated among team members are not a valid basis for classifying any team members as Team Leaders. Team Leader responsibilities must be performed on a regular basis. Fragmentation of leadership responsibilities would not meet this criterion.

AND

3. Team Leader duties must represent at least **25% of the duty time**.
 - A. All positions considered for the 25% coverage rule must receive the full 7/14 threshold of leadership from the team leader. Careful consideration should be given to those positions on the team whose grade is based on independence of action. Here it is necessary to verify that these kinds of positions receive all of the required leadership from the team leader.
 - B. Do not consider team members in one-grade interval series positions at the GS-08 level and below, but consider single-grade interval positions at the GS-09 level and above in determining the 25% duty time coverage. This is because the GS-09 threshold is the cutoff between Parts I and II of the GSLGEG. Under coverage include active duty military positions which are led provided that the duties performed equate to the GS-09 level or higher and that they receive all of the required leadership under the 7/14 rule. This will facilitate a consistent interpretation of the treatment of military positions which is reflected in Part I of the GSLGEG and in the General Schedule Supervisory Guide (GSSG).

Example

In leading a team of 9 members, there are 3 military who perform GS-510-12 work. The Team Leader spends 10% of her time directing these 3 members. There are also 3 civilians performing GS-510-12 work who likewise occupy 10% of the leader's time. Finally, there are 3 GS-525-7s who receive 10% of the Team Leader's time.

3 GS-510-12 (10%) Military
3 GS-510-12 (10%)
3 GS-525-07 (10%)

While the leader duties occupy 30% of the leader's time, only 20% is directed toward employees, including the military, who are performing two-grade interval work. The GS-525 work is not counted. The leader position does not meet the 25% rule and is not graded or titled by the GSLGEG Part II.

- C. Although the GSLGEG Standard does not specify minimum numbers to lead, Team Leader positions which lead fewer than three employees cannot meet the 25% coverage requirement. Conversely, we will support GSLGEG coverage for Team Leader positions that lead seven or more employees if all criteria in the guide are met. Where teams have between three and six team members, or in any borderline cases, consider such things as:
1. Grade levels of team members: Acknowledging that independence of action increases proportionately with grade, higher graded positions will accommodate greater spans of control.
 2. Dispersed workforce: Other things being equal, a dispersed workforce will require more of a Leader's time than a similar workforce that is collocated.
 3. Variety of work performed by the team: The greater the variety of occupations led the greater the knowledge requirements of the Leader and therefore the greater the demand for the team Leader's time.
 4. The need for integrated services: Consider the nature of the occupations included in the unit, the primary mission of the unit, and the nature of the unit's product or services from the point of view of the interaction and integration required by team members and the Team Leader. For example, if a Team Leader leads work that requires considerable integration, coverage may be met by leading fewer employees. Some occupations and organizational settings are less likely to support this high level of integration. For example, organizations comprised of positions involving distinctly different, unrelated functions or programs would have minimal integration requirements. Similarly, a research and development site where employees work on individual projects rather than integrated ones requiring "research teams", would typically require more members to support the 25% coverage rule.

AND

4. Part II of the GSLGEG applies to positions that lead a team of **General Schedule (GS) employees** in accomplishing two-grade interval work. Contractors, wage grade, volunteer, and other employees can be included in base level determination if they are performing two-grade interval work or one-grade interval work at GS-9 or higher. However, only consider GS employees and/or military that perform two-grade interval work or one-grade interval work at or above the GS-09 level for the 25% coverage criteria.

AND

5. Team Leader duties must meet the **minimum requirements** (authorities and responsibilities) required for coverage under Part II of the GSLGEG in leading a team of other General Schedule (GS) employees or military in accomplishing two-grade interval work. The position must perform the first 7 and at least 7 of the remaining 13 duties listed in the standard (7/14 Rule).

EXCLUSIONS

1. Differences between Supervisor and Team Leader. Simultaneously with the release of the GSLGEG, Factor Level 3-1 was deleted from the GSSG. These 3-1 duties were viewed as the core Team Leader responsibilities. However, in Part II of the GSLGEG the restatement of 3-1 is deliberately ambiguous. It is impossible to find verbatim matches for 3-1 in the 7/14 rule. Rather, much of 3-1 is restated as a supervisory responsibility in Part II of the guide's discussion on supervisory responsibility. To avoid confusion in differentiating between supervisors and team leaders, refer to that discussion combined with a comparison of duties with 3-2 in the GSSG.
2. Base Level cannot be Determined. As evidenced from the GSSG any position can be converted to a GS grade and a Base Level determined. This exclusion is referring to ad hoc teams where the grade level of the position is based on work done outside of the team. Process Action Teams are a good example.
3. Project Management. Project Managers excluded from coverage are those described in non-supervisory standards. Refer to the project manager described in the GS-334 standard at 1-8 and 4-5 or the Equipment Development Grade Evaluation Guide, Part II, Factors III and IV. In these cases the grade of the work is based on the complexity of the final product. The complexity is measured by the degree of coordination and technical competence required by the project manager to present a final product. The Team Leader's grade, on the other hand, is based on facilitating the team's internal actions. The Team Leader may or may not be responsible for personally producing the final product. While the Team leader is responsible for the Team's effort, integrating various team members' products into a final product could be assigned to an individual team member or be the responsibility of the entire team.

FUNCTIONS OF TEAM LEADERS

Differences between Work Leaders (Part I) and Team Leaders (Part II). Both work and team leaders fall on the continuum between non-supervisory workers and supervisors. Both kinds of

leaders are accountable for the team's delivery of products and services. However, due to the difference between one and two-grade interval work, the very nature of leadership is different for Part I and Part II. In order to preserve the level of independence associated with two grade interval work, Part II leaders are less focused on providing direction and technical assistance than is typical of Part I leaders. Rather, Part II leaders act as facilitators in resolving issues associated with resources, priorities and delivery capabilities.

The grade in Part I is based on the requirement for a higher level of technical expertise than that possessed by the team members and which is manifested in the responsibility for technical oversight. Work Leaders are a direct extension of supervision. They direct the team's efforts in completing a project or producing a product. They communicate the work requirements, insure resources and tools are available, and provide technical expertise.

Team Leaders perform a range of coordinating and supportive duties and responsibilities to assure the work of their team is carried out. Team Leaders are responsible for motivating the team. Team Leaders utilize a variety of coordinating, coaching, facilitating, consensus building and planning techniques. These kinds of work methods, knowledge, skills and abilities (KSAs), enable the team as a whole to deliver improved quality, quantity and timely products to their customers. These KSAs are considerably different for Work Leaders found in both Part I of the GSLGEG and Project Managers discussed above.

To be classified by application of Part II of the GSLGEG, positions must exercise the minimum authorities and responsibilities required for coverage. Under "Functions of Team Leaders" in the standard, positions must meet the first seven (7) coaching, facilitating and mentoring duties and a total of fourteen (14) of the twenty (20) duties listed in the standard. The position's duties should be carefully evaluated to insure that the position functions as a team leader. When the Team Leader performs duties similar to those described under Part I, those duties are excluded from Part II and should be evaluated by either the GSSG or non-supervisory project leader criteria.

The mission, nature of the work, and organizational philosophy must support an environment that would establish a reasonable expectation of exercising the 7/14 duties.

Example

To meet Duty #1 there must be an organizational vision statement, which the leader can communicate to the team. While this vision statement may be called something else, there must be some form of corporate organizational document, which articulates a general work ethic, which the leader translates into work methods for the team.

GRADE LEVEL DETERMINATION

Under Part II, the grade of Team Leader positions is one full GS grade level (in a two-grade interval pattern) above the highest grade level of GS-9 or above (non-supervisory and non-leader) work led. This work must constitute at least 25% of the work of all two-grade interval or equivalent work led. Leaders over one-grade interval work with a base level of GS-09 and above

must meet the 7/14 rule to be covered under Part II grading and titling. For example, GS-10 Work Leaders, currently classified under Part I, who lead a GS-09 base level, would be upgraded to the GS-11 level provided they meet the Part II criteria of the first 7 and 14 of the 20 duty statements. Otherwise, work leader positions over single-grade interval work GS-09 and above, who do not meet the 7/14 rule under Part II, will be classified on the basis of non-supervisory work. They should be titled as non-supervisory positions.

BASE LEVEL

Excluded from Base Level consideration are positions for which the Team Leader does not have sufficient knowledge to carry out the minimum duties required by the Guide. This does not preclude positions without a positive education requirement from leading a team with professional members. Specifically it is possible to have a GS-301 lead a team that includes several GS-343s and a GS-1515. First determine if duty 6 is met. Duty 6 does not demand the degree of technical review, which requires the Team Leader to have the ability to perform the task. Rather duty 6 requires the Team Leader to successfully integrate the work of the professional with the team's efforts and to judge the acceptability of the product in terms of meeting functionality. This is quite different from determining acceptability based on evaluating the methodology used to formulate the product. Therefore the traditional standard of "Technical Review", see Part I, is replaced by the example given in the exclusion.

However, there must be a reasonable expectation that the Team Leader has sufficient technical knowledge to coordinate the team's efforts. When the function of the team as a whole is to engage in professional work, then we could not support a Team Leader who lacks the professional credentials required. For example a GS-856 could not lead a team composed of 3 GS-856s and 5 GS-855s. In this case the function of the team would be predominately professional engineering work and would require professional engineering expertise to lead the team.

TITLING

Existing positions in two-grade interval series which have a constructed title "Lead" or "Leader" must be changed if they do not meet coverage under Part II.

Evaluation Summary -- General Schedule Leader Grade Evaluation Guide, Part II

Position Number:	Organizational Location:
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I. Coverage:

A. Series/Grade of Positions Led (List below)

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B. Percentage of Duty Time

% Leading two-grade interval GS employees	% Leading other employees	% Performing non-lead duties

II. Authorities and Responsibilities:

A. Required Duties (1-7 of GSLGEG, Part II)

Duty	Check if Applicable	Duty	Check if Applicable	
1		5		
2		6		
3		7		
4				

B. Additional Duties (8-20 of GSLGEG, Part II; must meet at least 7)

Duty	Check if Applicable	Duty	Check if Applicable	Duty	Check if Applicable
8		13		18	
9		14		19	
10		15		20	
11		16			
12		17			

III. Base Level of Work Led (explain calculation if necessary in Remarks, below):

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IV. Title, Series, Grade of non-lead/non-supervisory work performed by Leader:

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V. Final Classification (Title, Series, Grade):

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VI: Evaluated by:	Date:
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VII: Remarks:

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